

## **SYNERGY**

The conduct of a successful campaign requires the integration of many disparate efforts. Effective action in any single warfighting function is rarely decisive in and of itself. We obtain maximum impact when we harmonize all warfighting functions to accomplish the desired strategic objective in the shortest time possible and with minimal casualties.<sup>16</sup> Within the context of the campaign, we focus on six major functions: command and control, maneuver, fires, intelligence, logistics, and force protection.<sup>17</sup>

### **Command and Control**

No single activity in war is more important than command and control. Without command and control, military units degenerate into mobs, the subordination of military force to policy is replaced by random violence, and it is impossible to conduct a campaign. Command and control encompasses all military operations and functions, harmonizing them into a meaningful whole. It provides the intellectual framework and physical structures through which commanders transmit their intent and decisions to the force and receive feedback on the results. In short, command and control is the means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken.<sup>18</sup>

Command and control during the conduct of a campaign places unique requirements on the commander, the command

and control organization, and the command and control support structure. The scope of activities in the campaign (both in time and space) will likely be vastly greater than in a battle or engagement. The number of organizational players will also influence the effective conduct of command and control. In any modern campaign, the commander must be concerned with more than just the higher headquarters and subordinate elements. A wide range of participants must be informed and coordinated with, both military (such as other units of a joint or multinational force) and civilian (such as other governmental agencies, host nation authorities, and nongovernmental organizations). Information management is a key function since communications and information systems can generate a flood of information. It is important to ensure that this flood of information does not overwhelm us but provides meaningful knowledge to help reduce uncertainty. Finally, the nature of these factors can make it difficult to ensure that the commander's intent and decisions are understood throughout the force and implemented as desired.

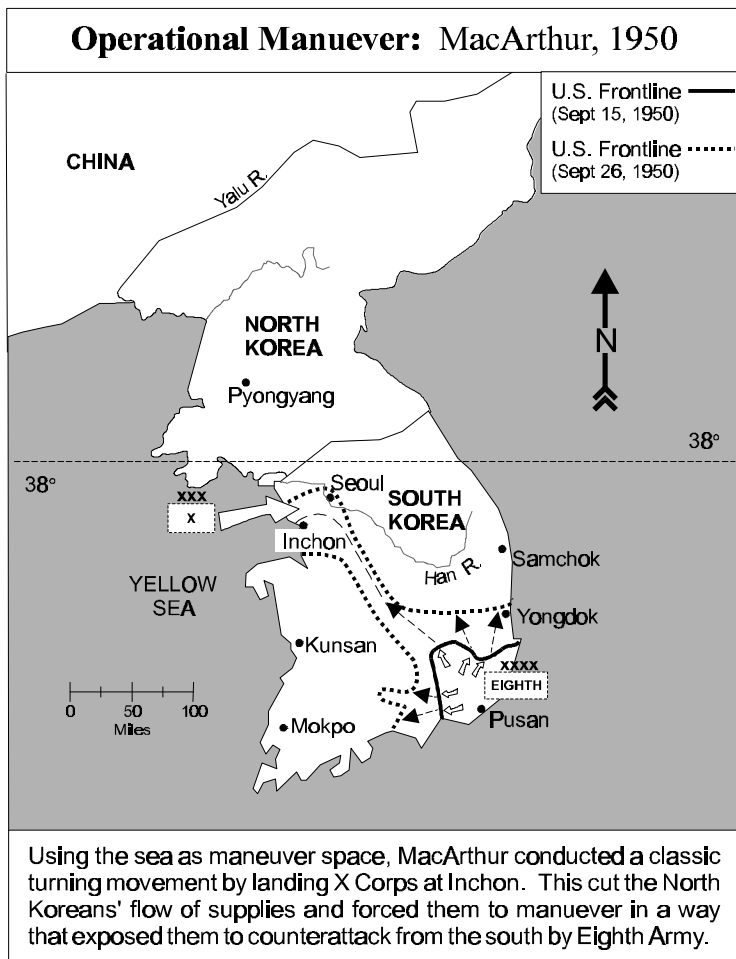
In implementing command and control during the campaign, we seek to reduce uncertainty, facilitate decisionmaking, and help generate a high operational tempo. Through effective information management and a well-designed command and control support structure, we attempt to build and share situational awareness. Planning is another essential element of command and control. Campaign design is largely the result of planning, and planning continues throughout the campaign as the campaign plan is modified and adapted based upon the changes in

the situation and the results of campaign activities. We must prepare to function or even thrive in an environment of uncertainty and to make decisions despite incomplete or unclear information. A clear statement of intent that is understood throughout the force, flexible plans, an ability to adapt to unforeseen circumstances, and the initiative to recognize and seize opportunities as they present themselves permit us to generate tempo and perform effectively despite uncertainty.

### **Maneuver**

Maneuver is the movement of forces for the purpose of gaining an advantage over the enemy in order to accomplish our objectives. While tactical maneuver aims to gain an advantage in combat, operational maneuver seeks to gain an advantage bearing directly on the outcome of the campaign or in the theater as a whole.

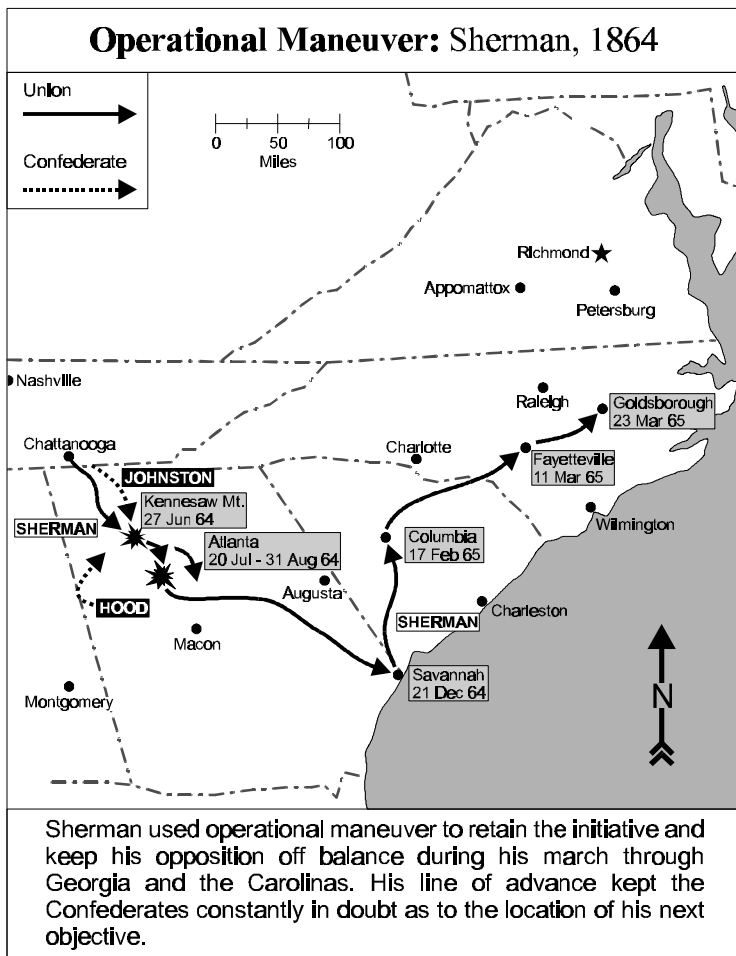
A classic example of operational maneuver was General MacArthur's landing at Inchon in 1950. (See figure.) The bulk of North Korea's army was well to the south, hemming the U.S. Eighth Army into the Pusan perimeter. Using the sea as maneuver space, MacArthur conducted a classic turning movement. By landing X Corps at Inchon, MacArthur threatened the enemy's lines of communications and forced the overextended enemy to shift fronts. This maneuver not only cut the North Koreans' flow of supplies and reinforcements but also forced them to move in a way that exposed them to a counterattack from the south.



Operational maneuver allows us to create and to exploit opportunities. It affords us the opportunity to develop plans which employ multiple options, or branches.<sup>19</sup> A branch plan helps us to anticipate future actions. Operational maneuver provides the means by which we can assess the situation, determine the branch which offers the best opportunity for success, and implement the decision. By skillful use of branches, we add to our flexibility and speed.

General Sherman's campaign in Georgia in 1864 illustrates the use of operational maneuver to retain the initiative and keep the opposition off balance. (See figure.) During his march through Georgia, Sherman ingeniously sought to keep his opponent constantly on the horns of a dilemma. His line of advance kept the Confederates in doubt whether his next objective was first Macon or Augusta, and then Augusta or Savannah. Sherman was ready to take whichever objective conditions favored. Campaigning through the Carolinas Sherman repeated this approach—

so that his opponents could not decide whether to cover Augusta or Charleston, and their forces became divided. Then after he had ignored both points and swept between them to gain Columbia . . . the Confederates were kept in uncertainty as to whether Sherman was aiming for Charlotte or Fayetteville. [Finally, when] he advanced from Fayetteville they could not tell whether Raleigh or Goldsborough was his next, and final, objective.<sup>20</sup>



If tactical maneuver takes place during and within battle, operational maneuver takes place before, after, and beyond battle. The operational commander seeks to secure a decisive advantage before the battle is joined by rapid, flexible, and opportunistic maneuver. Such action allows us to gain the initiative and shape the action to create a decisive advantage.

The operational commander also uses maneuver to exploit tactical success, always seeking to achieve strategic results. The commander must be prepared to react to the unexpected and exploit opportunities created by conditions which develop from the initial action. By exploiting opportunities, we create in increasing numbers more opportunities for exploitation. The ability and willingness to ruthlessly exploit these opportunities often generates decisive results.

Our ultimate purpose in using maneuver is not to avoid battle, but to give ourselves such an advantage that the result of the battle is a matter of course. In the words of Liddell Hart, the *“true aim is not so much to seek battle as to seek a strategic situation so advantageous that if it does not of itself produce the decision, its continuation by a battle is sure to achieve this.”*<sup>21</sup>

If the classic application of maneuver is movement that places the enemy at a disadvantage, then superior mobility—the capability to move from place to place faster than the enemy while retaining the ability to perform the mission—is a key ingredient of maneuver. The object is to use mobility to

gain an advantage by creating superiority at the point of battle or to avoid disadvantageous battle altogether.<sup>22</sup>

Operational mobility is the ability to move between engagements and battles within the context of the campaign. It is a function of range and sustained speed over distance.<sup>23</sup> Patton recognized the importance of distinguishing between tactical and operational mobility when he wrote: “Use roads to march on; fields to fight on . . . when the roads are available for use, you save time and effort by staying on them until shot off.”<sup>24</sup> If the essence of the operational level is deciding when and where to fight, operational mobility is the means by which we commit the necessary forces based on that decision.

An advantage in operational mobility can have a significant impact. In the Second World War in the Pacific island-hopping campaign, the Allies used operational mobility that allowed them to shift forces faster than the Japanese. The result was that Japanese forces were cut off and allowed to wither while the Allies consistently moved towards the Japanese home islands to bring them under direct attack.

Although we typically think of shipping as an element of strategic mobility, it may be employed to operational effect as well. In many cases, an amphibious force can enjoy greater operational mobility moving along a coastline than an enemy moving along the coast by roads, particularly when the amphibious force has the ability to interfere with the enemy’s use

of those roads. The same use can be made of airlift. Such an advantage in operational mobility can be decisive.

### **Fires**

We employ fires to delay, disrupt, degrade, or destroy enemy capabilities, forces, or facilities as well as to affect the enemy's will to fight. Our use of fires is not the wholesale attack of every unit, position, piece of equipment, or installation we find. Rather, it is the selective application of fires to reduce or eliminate a key element, resulting in a major disabling of the enemy system. We use fires in harmony with maneuver against those enemy capabilities, the loss of which can have a decisive impact on the campaign or major operation.

During the conduct of the campaign, we use fires to shape the battlespace. By shaping, we influence events in a manner which changes the general condition of war decisively to our advantage. "Shaping activities may render the enemy vulnerable to attack, facilitate maneuver of friendly forces, and dictate the time and place for decisive battle."<sup>25</sup> Through those actions, we gain the initiative, preserve momentum, and control the tempo of the campaign. Operation Desert Storm provides an excellent example of a successful shaping effort. Our extensive air operations destroyed facilities, eliminated the Iraqi navy and air force, reduced the effectiveness of ground forces within Kuwait, and shattered the enemy's cohesion. An elaborate deception plan also confused the Iraqis as to the size and location of ground attacks while intense psychological operations helped undermine their morale. The end result was an

enemy who was both physically and mentally incapable of countering the maneuver of Coalition forces.

Campaign planners must analyze the enemy's situation, keeping in mind the commander's mission, objectives, intent, and our capabilities available for employment. We seek to target those enemy vulnerabilities that, if exploited, will deny resources critical to the enemy's ability to resist.<sup>26</sup> These targets may range from military formations, weapon systems, or command and control nodes to the target audiences for a psychological operation. However, the nature of these targets is situationally dependent and is based on an analysis of the enemy and our mission.

### **Intelligence**

Intelligence is crucial to both the design and conduct of the campaign. Intelligence underpins the campaign design by providing an understanding of the enemy and the area of operations as well as by identifying the enemy's centers of gravity and critical vulnerabilities. During the conduct of the campaign, intelligence assists us in developing and refining our understanding of the situation, alerts us to new opportunities, and helps to assess the effects of actions upon the enemy. Intelligence cannot provide certainty; uncertainty is an inherent attribute of war. Rather, intelligence estimates the possibilities and probabilities in an effort to reduce uncertainty to a reasonable level.

Because the operational level of war aims to attain a strategic objective through the conduct of tactical actions, operational intelligence must provide insight into both the strategic and tactical situations as well as all factors that influence them. The differences among the tactical, operational, and strategic levels of intelligence lie in the scope, application, and level of detail associated with each level. *Operational intelligence* pertains broadly to the location, capabilities, and intentions of enemy forces that can conduct campaigns or major operations. It also is concerned with all operational aspects of the environment that can impact on the campaign such as geography, the national or regional economic and political situation, and fundamental cultural factors. Operational intelligence is less concerned with individual enemy units than it is with major formations and groupings. Similarly, it concentrates on general aspects of military geography such as mountain ranges or river valleys rather than on individual pieces of key terrain or a specific river-crossing site. Operational intelligence should be focused on patterns of activity, trends, and indications of future intentions. It should examine the enemy as a system rather than as individual components in an effort to determine how the entire enemy organization functions and as a means to identify the enemy's strengths, weakness, centers of gravity, and critical vulnerabilities.

During the execution of the campaign plan, intelligence strives to provide as detailed and accurate a picture of the current situation as possible while updating the estimate of the enemy's capabilities and intentions. Intelligence is a key

ingredient in gaining and maintaining situational awareness and makes an essential contribution to the conduct of the campaign through its support to targeting, force protection, and combat assessment. Intelligence operations are conducted throughout the campaign. Just as campaign plans are based on intelligence, intelligence plans are grounded in operations. The intelligence collection, production, and dissemination efforts are integrated with planned operations to support modification of ongoing activities, execution of branches and sequels, exploitation of success, and shaping the battlespace for future operations.

The successful use of intelligence at the operational level was illustrated in the dramatic victory achieved by U.S. naval forces in the Battle of Midway in June 1942. Japanese naval successes during the months following their attack on Pearl Harbor had provided them enormous advantage. In particular, their significant aircraft carrier strengths provided them with tactical warfighting capabilities far superior to those of the Allies. The questions facing Admiral Nimitz, Commander-in-Chief, U.S. Pacific Fleet, were: What would the Japanese do next? Would they continue, and if so, where?

Intelligence helped provide the answer. U.S. naval intelligence succeeded in breaking the codes used by the Japanese fleet to encrypt radio messages. The resulting intelligence reports, codenamed “Magic,” provided significant insight into Japanese operations. Analysis of Magic reports combined with other intelligence uncovered the Japanese intentions to strike at Midway in early June. Using this intelligence to obtain an

operational advantage, Nimitz concentrated his numerically inferior forces where they could ambush the main body of the Japanese invasion fleet. U.S. forces achieved complete surprise and sank four Japanese carriers. Their overwhelming success in defeating a numerically superior enemy proved to be the major turning point in the Pacific theater of operations, dramatically altering the balance of naval power in a single decisive engagement.<sup>27</sup>

## Logistics

At the operational level much more than at the tactical, logistics dictates what is possible and what is not. "A campaign plan that cannot be logistically supported is not a plan at all, but simply an expression of fanciful wishes."<sup>28</sup>

Logistics encompasses all activities required to move and sustain military forces.<sup>29</sup> *Strategic logistics* involves the acquisition and stocking of war materials and the generation and movement of forces and materials to various theaters. At the opposite end of the spectrum, *tactical logistics* is concerned with sustaining forces in combat. It deals with the feeding and care, arming, fueling, maintaining, and movement of troops and equipment. In order to perform these functions, the tactical commander must be provided the necessary resources.

*Operational logistics* links the strategic source of the means of war to its tactical employment.<sup>30</sup> During campaign execution, the focus of the logistics effort is on the provision of resources necessary to support tactical actions and the

management of resources to sustain operations throughout the course of the campaign.

The provision of resources to the tactical forces requires a procurement of necessary material as well as the creation and maintenance of an effective theater transportation system. Procurement is usually accomplished through the strategic logistics system. However, when capabilities or assets cannot be obtained from strategic-level sources, our logistics system must be able to obtain the necessary support from host nation, allied, or other sources. The transportation system must have sufficient capacity and redundancy to sustain the necessary level of effort. Transportation requires sufficient ports of entry to receive the needed volume of resources, adequate means of storage, and lines of communications (land, sea, and air) sufficient to move those resources within the theater of operations.

Managing the often limited resources necessary to implement the commander's concept and to sustain the campaign is just as important as providing and delivering the resources to the tactical commanders. At the operational level, logistics demands an appreciation for the expenditure of resources and the timely anticipation of requirements. This requires both the apportioning of resources among tactical forces based on the operational plan and the rationing of resources to ensure sustainment throughout the duration of the campaign. While failure to anticipate logistical requirements at the tactical level can result in delays of hours or days, the same failure at the

operational level can result in delays of weeks. Such delays can be extremely costly.

Finally, the provision of logistics in conduct of the campaign demands adaptability. We expect our plans to change. Flexibility in planning and organization coupled with the logistician's continuous situational awareness can foster the innovation and responsiveness necessary to meet these challenges. A dramatic example of adaptability in the provision of logistics occurred during Operation Desert Storm. Just before the start of offensive ground operations, a change in the Marine Forces' concept of operations created the requirement to reposition a significant portion of the logistics support structure. Early recognition of the requirement and flexibility of organization permitted the re-configuration of support capabilities and the timely movement of necessary resources. An immense hardened forward staging base covering over 11,000 acres was constructed in just 14 days. Fifteen days of ammunition for two divisions; 5 million gallons of petroleum, oils, and lubricants; a million gallons of water; and the third largest naval hospital in the world were positioned before the assault.<sup>31</sup>

### **Force Protection**

We need to take every possible measure to conserve our forces' fighting potential so that it can be applied at the decisive time and place. We accomplish this through properly planning and executing force protection. These actions imply more than base defense or self-protection procedures. At the operational level, force protection means that we must plan to frustrate the

enemy's attempts to locate and strike our troops, equipment, capabilities, and facilities. Force protection actions may also extend to keeping air, land, and sea lines of communications free from enemy interference.

Force protection safeguards our own centers of gravity and protects, conceals, reduces, or eliminates critical vulnerabilities. When we are involved in military operations other than war, force protection may include the additional task of protecting the supported nation's population, infrastructure, and economic or governmental institutions. Force protection also encompasses taking precautions against terrorist activities against our own forces and noncombatants.

Successful force protection begins with the determination of indicators that might reveal our plans and movements to enemy intelligence systems. By identifying these indicators and then taking appropriate steps to reduce or eliminate them, we can significantly decrease the potential for the enemy to disrupt our operations.

Aggressive force protection planning and execution improves our ability to maneuver against the enemy and to achieve our operational objectives. By safeguarding centers of gravity, protecting our troops and equipment, and ensuring the security of our installations and facilities, we conserve our combat power so that it can be applied at a decisive time and place.

## LEADERSHIP

*Leadership* is the ability to get human beings to put forth their efforts in pursuit of a collective goal. Strong leadership creates an understanding of goals and a strong commitment to them among all members of the organization. At the higher levels of command, leadership is much less a matter of direct personal example and intervention than it is a matter of being able to energize and unify the efforts of large groups of people, sometimes dispersed over great distances.

This is not to say that personal contact is unimportant at the operational level, nor that charisma and strength of personality do not matter. In fact, we might argue that an operational commander who must influence more people spread over greater distances must be correspondingly more charismatic and stronger of personality than the tactical commander. The commander must see and be seen by subordinates. As the Supreme Commander in Europe, Eisenhower spent a great deal of time traveling throughout the theater partly to see and to be seen by his men. Nor does this imply that the operational commander does not intervene in the actions of subordinates when necessary. Just as planning at the operational level requires leaders who can decide when and where to fight, campaign execution requires leaders who can determine when and where to use personal influence.